

planning

supplement to background



Ministry of
Municipal
Affairs

Government
Publications

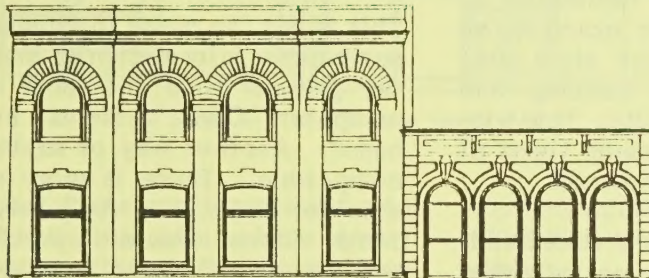
The Honourable Bernard Grandmaître
Minister

Eric Fleming
Deputy Minister
(Acting)

G. Milt Farrow
Asst. Deputy Minister

January 26, 1987

87-1



A CAD RUNS AMOK IN OWEN SOUND

CAD (sometimes CADD) stands for Computer Aided Drafting or Computer Aided Drafting and Design. CAD systems are now being used by dentists to design false teeth, by highway engineers to design and fully detail highway construction, by surveyors to draw plot plans and interpret survey data without ever touching a drafting tool or a calculator, by structural engineers, by electronic engineers and many others.

Drafting with a low cost microcomputer system can be ten times as fast as hand drafting with a pencil and drafting machine. The software is rapidly getting better and faster and microcomputers more powerful. A \$10,000 system does better work today than a \$200,000 system of five years ago.

Owen Sound is using a pair of microcomputers to prepare a complete facade study involving over 225 buildings. The systems are also being used for detailed design study for some of these buildings if that is requested by the owners. In addition, a considerable amount of urban design planning is under way. Three blocks along the river are under intensive design study and all the final drawings will be prepared on the CAD systems.

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All the buildings are being photographed so that colour slides are available for projection on graph paper. These projections can be dimensioned easily and quickly. Details are sketched and dimensioned.

All the pertinent information is processed into the computer(s) using keyboard and mouse input to establish accurate x/y dimensioning. No detail has to be drawn more than once as any detail is easily replicated as many times as necessary. For example, an arched window of a particular style may appear many times on one building and hundreds of times in a community. This window may be inserted once or many times at specified spacing by simple commands.

Each detail is stored in a file and each building is stored in a file ready for an individual design study or to be linked with its neighbouring buildings to form a block. Files can be copied, of course, so that once a base drawing is completed, any number of copies can be quickly modified for alternate design approaches.

Most CAD software is capable of producing a large number of layers (little transparencies one over the other) which can be turned on or off. For example, the street can be on one layer, the storm sewers on another, the underground wiring on another and so on. Text information can be turned on or off and printed with the plan or not. This is true for any of the layers. With a colour screen and printer all these layers can be colour coded for easy viewing and there are numerous line types built into the systems.

When it comes to detail, computers are hard to beat. The CAD systems have a zoom capability that allows for infinite expansion or contraction of parts of a drawing file. For example, on a city plan a draftsman could zoom out and look at the entire city.

Although memory limitations impose a practical limit on the size of drawings and the degree of detail that can be handled

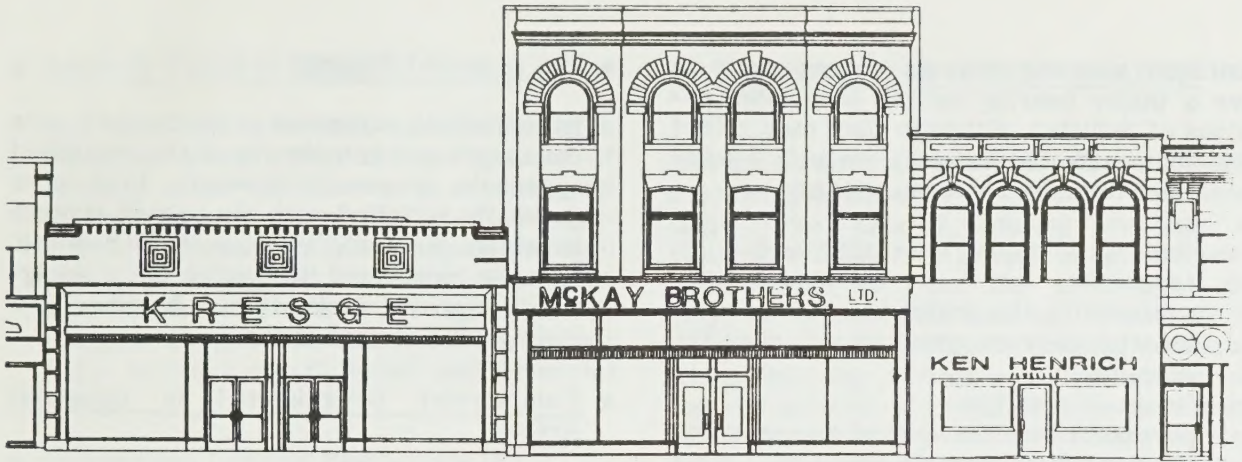
easily on a microcomputer, those limits allow amazing amounts of information to be generated. Low cost computers are breaking the memory boundaries every day and the more sophisticated software can access all the extended memory a computer is capable of carrying. The larger memory banks increase the speed of operation and the amount of information that can be easily accessed.

This is not the place to compare systems but some basic information is included here. At the present time the most capable microcomputer CAD systems are PC/MSDOS based. Another way of saying this is "IBM" compatible. There is more software available for them than for other types of systems. Clones should be purchased with care but are an excellent way to stay within a tight budget.

Many professional level CAD software packages are available and these range in price from \$150 to \$3,500. Even the lower cost systems will provide the user with excellent drawings. The more expensive software offers more, of course, and the potential user should look carefully at his/her own needs and what is available in a changing marketplace.

In Owen Sound we are using the leader in the marketplace which happens to be also the most expensive software. This software offers speed and flexibility and more power than we actually need most of the time.

Dot matrix printers are a recent innovation in the field; they are capable of producing large format drawings with a precision and clarity that rivals the technical plotters. These printer/plotters can also be used for printing letters and reports with near letter quality printing in a number of fonts. The most sophisticated of these is capable of plotting or printing in 14 colours. The accompanying drawing was produced on a wide carriage printer/plotter with an all black ribbon.



A portion of a block in Owen Sound, Ontario

The Owen Sound Planning Department and the Ministry of Municipal Affairs have jointly funded the Facade Study. It is being prepared by Eric Clough - Main Street Coordinator for Owen Sound. The goal of the current studies is to create a design environment that will encourage revitalization in the downtown core. By the spring of 1987 these studies will have reached the stage where coloured drawings of each block in the downtown core will be on display in storefront windows. A full set of design guidelines will follow the facade design studies.

It is planned that a handbook on using CAD systems for facade studies will be a by-product of this process. The completion date set for this handbook is the summer of 1987.

INDUSTRIAL TRENDS - IMPLICATIONS FOR MUNICIPAL PLANNING

Although manufacturing in Ontario remains a major source of employment, since 1971 growth in the high technology and service sectors has been dramatic, both in terms of jobs created and new firms established. Growth has been particularly outstanding for computer and related industries,

communication services, business services, wholesale and distribution outlets, among others.

The Ontario Ministry of Municipal Affairs has recently completed a study of the relationship between the needs of these new growth industries and current municipal planning practice. The study looked at new industrial areas in six Ontario communities and the planning controls set-up to govern development in those areas.

The study results are based on an analysis of:

- recent industrial trends by economic sector and interviews with municipal planners, industrialists and industrial developers;
- a review of official plan policies, zoning by-laws and site plan control guidelines for each of the case study municipalities.

The key finding of the study is that, on the whole, municipal official plans, zoning by-laws and site plan criteria are adequate to meet the needs of new growth industries, as well as traditional ones. Municipalities appreciate the value of new industrial development and, generally, are co-operative in making amendments which may be required.

Municipal planning criteria do not seem to have a major bearing on the locational decisions of industry, although they may affect them indirectly. Industries locate in a community for business reasons, such as:

- the cost of buying or leasing land
- taxes
- availability of a trained labour force
- location (access, proximity to markets, supplies)
- image or prestige
- personal considerations of management
- the need for expansion space

There would appear to be little gained if municipalities attempt to tailor their industrial areas, through official plans, zoning or other techniques, to attract specific types of industry. Rather, municipalities should be prepared to adjust to the needs of prospective industries as required.

New environmental controls, changing industrial processes and site plan control techniques indicate that there is no longer a need for the degree of industrial use segregation once felt necessary. Fewer industrial zones (no more than 2 or 3) with broadened categories would reduce the number of planning approvals to the benefit of both industry and the municipality.

Site plan control is widely applied and generally accepted by industries. In fact, some industrial land developers have standards which they consider more stringent than those put in place by the municipality. The one concern of the industries was that the guidelines sometimes appeared to be vague or to be applied in an uneven manner.

Additional Findings

While the case study municipalities appear to be adjusting well to the needs of the new growth industries, the study did identify some areas for improvement.

● The Approval Process

Industrialists expressed some concern over the length and complexity of the municipal approvals process. However, they were generally satisfied with the overall manner in which their applications were handled. Several mentioned the value of a designated approval facilitator in helping them through the various steps.

● Commercial Development in Industrial Areas

Many of the high growth service sector industries, traditionally considered commercial or institutional uses, now want to locate in industrial areas. This trend is a growing concern among municipalities. It is a complex issue which has not been resolved to the satisfaction of either the firms concerned or the municipalities. One solution has been to create special zones which allow both traditional industry and more commercially oriented uses. However, the continuing growth of the service sector suggests that current industrial zoning categories may have to be broadened.



- Amenity Retail in Industrial Areas

The study indicates that there is a need in industrial areas for a limited amount of amenity retail facilities such as banks and restaurants, for the convenience of industrial employees. Each municipality should assess its own need and then only allow such commercial uses under tight planning controls to prevent unwarranted competition between clearly retail and industrial areas.

- Parking and Loading Requirements

Parking and loading requirements were most frequently mentioned as problems for industries. The standards are usually based on gross floor area and do not reflect the current needs of different types of industries.

There is no ideal solution to this problem, but the adoption of standards based on the type of industrial use is indicated. Caution must be exercised in this approach, however, since the nature of the use at any particular site can change over time.

Conclusion

Municipalities appear to be adapting well to the needs of new industries. There are, however, areas where improvements to planning policies and approval procedures can be made. In reviewing their industrial policies municipalities should keep in mind the unique requirements of the new growth industries. New industrial parks can accommodate a wide variety of uses under effective planning controls.

The report is available from:

Ontario Government Bookstore
880 Bay Street
Toronto, Ontario
M7A 1N8

Price: \$5.00 payable to
the Treasurer of Ontario

RESIDENTIAL INTENSIFICATION

Ontario is now facing a challenge of meeting a growing demand for affordable rental housing. The assured housing strategy for Ontario reflects the provincial government's commitment to meet this challenge. One way in which the housing needs of the province can be met is by making better use of the existing environment through increasing the number of households accommodated in existing buildings or on "existing serviced lots". This process has been described as residential intensification.

Background

The Ministry of Municipal Affairs and Housing, in co-operation with the Association of Municipalities of Ontario, began investigating this opportunity in 1982 when they commissioned a joint study to investigate the potential for creating new housing through residential intensification. This study has since formed the basis for provincial initiatives related to intensification. Opportunities for residential intensification, identified by the study, were premised on a demographic analysis which demonstrated that household size has been decreasing dramatically since 1951, while the number of households has been increasing substantially. Essentially this means an increased demand for smaller living spaces.

In addition, the AMO study identified significant potential within existing residential buildings to accommodate new smaller units. In the single family housing stock alone, the study suggested that there was the physical potential to create additional self-contained units in 500,000 low density residential units. If vacant rooms are also rented, the creation of a total of 800,000 new living spaces is physically possible. The illustration shows an example of how large homes can be adapted to increase the number of dwelling units overall.

A number of "intensification" options have been considered including: conversions of single family homes to create one or more additional units, house-sharing, boarding houses, infill in existing residential areas, or increasing the number of units in existing multi-unit buildings. Various Ministry of Housing programs have supported the creation of some of these options, including: the Add-a-Unit pilot project, Convert-to-Rent, the Seniors Co-ownership Demonstration project, and the PLUS (Portable Living Units for Seniors) demonstration project. In total, these projects have supported community interest in intensification and have assisted in realizing some of the potential.

Current Initiatives

In addition to the program initiatives, the Ministries of Housing and Municipal Affairs are actively pursuing a range of options to encourage residential intensification. Most of these options have focused to date on the potential for creating units within lower density housing forms. As part of this, three studies previously undertaken by the Ministry will soon be made available to assist both municipalities and the public in considering residential intensification. These include:

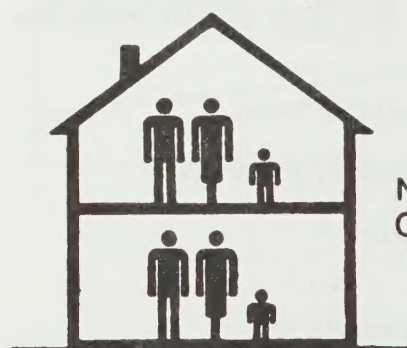
- **In Your Neighbourhood:** a report intended to communicate the important findings from the joint AMO and Ministry study to the public, municipal staff or local councils;
- **Municipal Planning Guidelines for Housing Intensification:** a report intended to guide municipalities in reviewing their planning controls related to intensification;
- **Parking and Housing Intensification:** a case study analysis of parking needs related to housing intensification.

A slide show and a series of brochures to be made available to municipal and public groups are also being prepared. In October of 1986, the Ontario Planners Conference sponsored a workshop and bus tour on the issue of intensification. A video covering both of the sessions was made and will be made available upon request. All of the support materials should be ready for distribution and review early in 1987. In addition, staff of the Housing Conservation Unit and the Community Planning Advisory Branch are available to discuss residential intensification with staff, councils or the public.

For further information, please contact Ann Borooah at the Housing Conservation Unit (416-585-6502) or your local Community Planning Advisory Branch Office.



One Family
Before



Two Family
After

No External
Change

PLANNING AND THE LAW

ETOBICOKE INTERIM CONTROL RESTRICTS CHURCH USE

Four zoning by-laws cover different parts of the City of Etobicoke. Prior to 1985, church uses were permitted in all residential zones. The Seventh Day Adventist Reform Movement purchased a large residential lot on July 3, 1985, as a site for a church for a congregation of about 50 members, including children.

The neighbours quickly circulated a petition and convinced the council that there could be a trend for smaller sects or congregations to purchase a traditional single family house and convert it, or redevelop the site, for a church. On July 29, council authorized the preparation of a report on appropriate standards and locations for churches and then immediately passed four interim control by-laws prohibiting churches in residential areas.

Several religious denominations appealed and as a result two amending by-laws were enacted. Existing churches were recognized and permitted to expand up to 10%. All appeals were withdrawn except the appeal of the Seventh Day Adventists.

Before the municipal board, the neighbours explained their concerns about noise and traffic. The site, about 21 m x 200 m, is on a short street which is much used as part of a short cut between Islington Avenue and Albion Road. The planning report entitled "Church Study" was quoted by the Board. Possible impacts of churches include parking problems, traffic movements, visual incompatibility of parking lots and noise problems. The report concludes that no overwhelming planning issues have arisen in connection with Etobicoke's established church stock. An upgrading of existing performance standards is recommended but, in the author's opinion, churches are an appropriate use in a residential area.

The Board noted that the subject proposal conformed with the upgraded standards, except that the frontage was 10 m below the recommended minimum frontage of 33 m. The planner explained that the 33 m minimum had been set to ensure that the other upgraded standards could conveniently be met. The Board commented that in the specific case before it, the proposal could satisfy all the other standards, despite the smaller frontage. No useful purpose could be seen in making the appellant apply for a rezoning or minor variance.

On June 26, 1986, the Board exempted the Seventh Day Adventist property from the interim control by-law affecting it, subject to certain conditions. With that reservation, the interim control by-laws were approved.

Source: Decision of the Ontario Municipal Board
By-laws 1985-189 to 1985-192
File R850537

FOOD LAND GUIDELINES INTERPRETED THROUGH THE O.P. IN LINCOLN

Cross-country Distributors Ltd. is a shipper of large loads of flowers, plants, vegetables and other varieties of agricultural produce. The company's tractor-trailers not only transport Niagara peninsula produce far and wide but also bring perishable produce from distant places to Ontario. The trailers are refrigerated and the operation requires refrigerated warehousing. The company chose a 2.2 ha site right next to an access ramp to the Queen Elizabeth Highway in the Town of Lincoln and applied for a rezoning, from RU1, a general agricultural zone, to RU1-4, which would permit the construction of a refrigerated warehouse large enough to accommodate six tractor-trailers.

The application was favourably received by the local municipality but the zoning by-law

amendment was appealed by the Ministry of Agriculture and Food and by the Preservation of Agricultural Lands Society (PALS). At the municipal board hearing, the appellants argued that the proposal did not comply with the Food Land Guidelines or with the Policy Plan of the Regional Municipality of Niagara. They maintained that no good reason had been shown for using good agricultural land for the intended purpose and that alternative locations are available.

The opposing parties differed in their interpretation of the policy documents. There was discussion of whether the proposed use was "in support of agriculture" and therefore a "compatible use" within the meaning of Section 4A.5 of the Food Land Guidelines. There was also disagreement about whether the use was directly related to agriculture, since Cross-country is not a wholesaler of agricultural produce, picking it up "at the farmer's door", but is one step removed from direct contact with the farmers.

In reviewing the arguments pro and con, the Board was impressed by the fact that the Food Land Guidelines provide for implementation through the official plan. Since the Regional Policy Plan had been approved by the Minister, the Board concluded that it could concentrate on the wording of that plan as a guide to conformity of the proposal with applicable policy. The wording of the Food Land Guidelines, to the effect that certain policies "would be applied" in high priority areas was deemed sufficiently obscure to be an expression of a preference rather than an absolute requirement.

The major potential obstacle to the proposal in the regional official plan was the statement that uses directly related to and serving the surrounding agricultural area may be permitted "if it is not possible for such uses to locate in designated hamlets, villages or rural areas". The Board decided that this statement assumed the word "reasonably" before "possible" and it agreed with the proponents that alternative locations, such as in

a serviced industrial park in Beamsville, were not reasonable in the circumstances. It noted that the soil was only of marginal quality for grape production and agreed with the applicant's planner, that access to major road transportation arteries were essential site requirements. The subject site's proximity to both the QEW and Highway 406 satisfied those requirements superbly.

On September 22, 1986, the Board dismissed the appeals, basically on the basis of its finding that the proposed by-law conformed with the regional official plan.

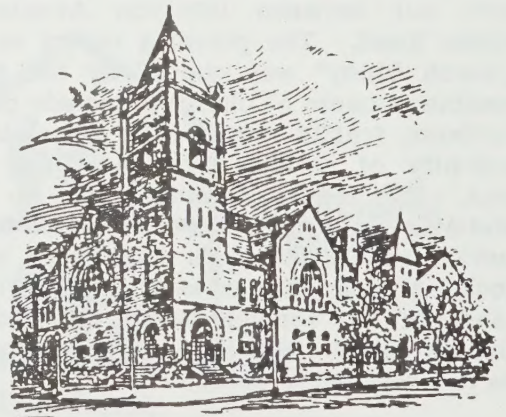
Source: Decision of the Ontario Municipal Board
Zoning By-law 85-50, Town of Lincoln
File R850483

INFORMATION EXCHANGE

Church Study May 21, 1986
City of Etobicoke Planning Department

This study was undertaken in response to citizens' concerns about the standards in the zoning by-law applicable to churches, which are permitted "as of right" in residential zones. A number of amendments to the zoning by-law were recommended but the "as of right" feature was retained.

Contact: Linda Bunce, Principal Planner
(416) 626-4150



CONFERENCES

Ontario Planners' Conference - 1986

Social planning, economic development and strategic planning were just a few of the issues on the agenda when nearly 450 community planners from across Ontario met last October 15-17 at Toronto's King Edward Hotel.

This year's conference theme was "Community Planning: Barrier or Breakthrough."

At the opening luncheon, Municipal Affairs Minister Bernard Grandmaitre told them the government is committed to delegating responsibility for land-use planning to local governments, and to undertaking educational programs that will give local planners and politicians the expertise they need to take on that responsibility.

"We hope that approach will make the community planning process less of a barrier and more of a breakthrough for the people of Ontario," he said.

Highlights of the conference included keynote addresses by Margaret Kelch, secretary of the Policy and Priorities Board of Cabinet, on the government's strategic planning activities, and by George Radwanski, special advisor to the treasurer of Ontario, on the service sector study he has undertaken for the government.

At a separate session for long range and policy planners preceding the conference proper, Ken Whitwell and Bill Thomson held a standing room only crowd enthralled as they shared their experiences on the themes of "The Survival of the Long Range Planning Function" and "Fads and Fashions in Planning".

In addition to formal sessions, the delegates took part in planning-related tours within the Metropolitan Toronto area. On the closing

day of the conference, they had breakfast at the top of the CN Tower, where they were able to inspect Toronto's railway lands from above.

Conference organizer Ken Bauman, director of the Community Planning Advisory Branch, said the delegates appreciated the broad theme of the conference.

"The conference brings together information and speakers on a variety of current and leading edge issues," Ken said.

"This kind of forum is extremely important because it helps equip planners with good, timely information," he said. "They can go away from the conference with good ideas and the confidence to put them into practice."



Ontario Business Improvement Area

Annual Conference 1987

This conference will be held in Ottawa from April 26th to 28th inclusive. Plan now to attend. The agenda will include a series of panel discussions on three important themes - Physical Improvements, Marketing and Promotion, and Better Management practices for a BIA. An equally engaging social program with mobile workshops is also being arranged. This conference will be of interest to professional planners, consultants and all councillors involved with the BIA movement in Ontario.

NEWS FLASHES

● Pride Application Deadline 1987

Municipalities interested in applying for grants under PRIDE (Program for Renewal, Improvement, Development and Economic Revitalization) are reminded that the deadline for these applications is January 31, 1987. Any municipality interested in this program and who has not applied but would like to receive an application form, should contact the Community Renewal Branch in Toronto immediately at (416) 585-6103.



● The Stately Holes of England

The Manchester Guardian recently noted that the ancient mansions of England have been joined on the Government's list of historic buildings by the country's first stately hole. A farmer in Somerset was prepared for bureaucratic delays when he submitted a plan to build a sports complex on part of his land, but he was taken aback when industrial history, rather than conservation of the natural environment, proved to be the stumbling block. The eight foot deep pit on his land has been listed because of its romantic links with the early days of the gas industry. Planning officials explained that the pit, which is 20 feet wide, was part of a pioneering gasworks built in 1855. A spokesman for England's Department of the Environment, which has added the hole to the kennels,

lavatories and other items in the curiosities sub-section of the list, agreed that the "sunken structure" was unusual.

● Will Computers Replace Shopping Centres?

Will retail stores largely disappear over the next few years, supplanted by dazzling in-home telecommunications shopping techniques? Will shopping centres become desolate? Not likely, according to a recent article in the **Harvard Business Review**. Non-store marketers would like to believe a revolution is underway but the change will come more slowly than they expect. The currently dominant mode of non-store shopping is the mail order catalogue, a very big and growing business. Its growth has been fostered by the greatly expanded use of credit cards, the low cost of electronic data processing, the large supply of usable mailing lists, etc. Future growth could be spurred by developments in interactive cable TV, interactive information retrieval and the use of video-cassettes as advertising catalogues but the authors predict progress in the area of electronic-based non-store shopping methods will be slow. "There is little reason to suspect that consumers will take to them in large numbers... Nor do we believe that nonstore marketing will soon bring about the predicted revolution in retailing."

● Canada Land Use Committee

Every two years the Federal Government, through Environment Canada, hosts a meeting of provincial representatives from across the country to discuss policy matters related to the use of land and natural resources. In Toronto last October 22 and 23, the Ontario Government hosted the first of such meetings outside Ottawa.

Much of the value in these meetings is the informal atmosphere in which people with similar interests from different

parts of Canada can come together to talk about their concerns. Most of the first day, in fact, was spent by each Province and the Federal Government briefly indicating its current activities in land policy formulation enabling discussion of how similar issues were dealt with in other Provinces.

The concluding session focussed on the implementation of land use policy and there was considerable interest in Ontario's system of policy statements issued under the Planning Act.

The next meeting of the Canada Land Use Committee will be held in Edmonton in 1988.

● Planning Information from Assessment Data

The Community Planning Advisory Branch, in conjunction with the Buildings Branch, Housing Conservation Unit, Ministry of Revenue and the Township of Kingston, has initiated a joint project to make planning related information more available to small and medium sized municipalities. A vast wealth of planning, building and housing information is locked away in the Ministry of Revenue's Standard Assessment System. The main purpose of the project is to establish methods which a municipality can use to acquire non confidential assessment information and restructure it for use in its own technology environments. This information can then form the basis of a land related database. The project will produce a set of computer programs or procedures for unlocking assessment information. It will also produce a report detailing the experiences of other municipalities that have used assessment information, the information that is available and how the assessment system is changing with the introduction of the Ministry of Revenue's OASYS system (Ontario Assessment System). The project is now under way and is expected to be completed by the early summer of 1987.



PEOPLE

Ed Sajecki is Etobicoke's new Commissioner of Planning, succeeding Barry Morrison who moved to Metro Toronto a few months ago. Ed was Barry's deputy and has been with Etobicoke for 6 years. Before that, he was with the City of Guelph, Metro Toronto and the Greater London Council in the U.K.

Peterborough's Planning Director since 1970, John Wood, has assumed the new position of Corporate Planning Officer. The departments of planning and development have been merged under the direction of Les Groombridge, who is a former chairman of the Outboard Marine Corporation. He was a key member of the Peterborough Industrial Development Corporation and is a past president of the Canadian Manufacturers' Association. The new position of Manager of Planning remains to be filled.

Helen Whyte is now on the staff of Mohawk College as a part-time instructor in the municipal planning and development program. Her successor as Director of Planning and Landscape Architecture at Winter & Associates is Fred Winnik, who comes from Manitoba, where he was manager of Design and Special Projects for the Manitoba Provincial Parks Branch. He was also vice-president of the Manitoba C.I.P. chapter.

At Durham Region, senior planners Jim Blair and Frank Wu have been promoted to the manager's chair of the Strategic Planning and Current Operations branches, respectively. Gerry Cameron, who was manager of Current Operations, is now manager of the Projects Branch.



In joining the Belleville office of Ainley & Associates, Steve Rivers has returned to his native Ontario from King's County, Nova Scotia, where he was a senior policy planner. Before that, Steve had been with the Alberta Ministry of Municipal Affairs.

From the Starr Group, the ministry's Research and Special Projects Branch has acquired Al Streuber, a Winnipegger with degrees in economics and city planning from U. of M.

Out in Prescott and Russell, the Town of Rockland has engaged the services of Patrick Legault as staff planner.

Ann Borooah, who was with a Municipal Affairs' Plans Administration Branch, is now a Policy and Program Development Officer with the Ministry of Housing.

Ralph Schnurpel has joined the ministry's Community Renewal Branch. A 1980 Waterloo grad, Ralph worked in the private sector in Edmonton, Ottawa and Toronto, most recently with Bramalea Limited.

East Gwillimbury's planning department has a new junior planner; his name is Mike Barrett.

Several new faces have appeared in the ministry's Community Planning Advisory Branch: Cathie Brown has joined the London office; she was previously with an architect's office in St. Thomas and with McLaren Plansearch in London. Kyle Benham is now an area planner in the Willowdale office, a move from CPAB's downtown office, where he was information technology advisor. Kyle's background is in political science and planning.

Bob Maddocks will join the Thunder Bay office in February. Bob has been with the Township of Lake of Bays for the past seven years.

Ted Tyndorf, who has been a Principal Planner with the City of Etobicoke, recently became Director of Planning for the Planning Management Group, a consulting firm based in Toronto.

Correction. The name of Sudbury's new Planning Director was mis-spelled in the last issue. Sorry, Hans. The correct spelling is Hans Huch.

The next issue of the Planning Supplement to Background is scheduled to appear in mid-April. If you have information for our "People" column, please call Pierre Beeckmans at (416) 585-6257 or drop him a line at

Research and Special Projects Branch
Ministry of Municipal Affairs
777 Bay Street, 13th Floor
Toronto, M5G 2E5